

Message

From: Morales, Oscar [Morales.Oscar@epa.gov]
Sent: 11/1/2017 2:34:55 PM
To: Bertrand, Charlotte [Bertrand.Charlotte@epa.gov]; Beck, Nancy [Beck.Nancy@epa.gov]; Wise, Louise [Wise.Louise@epa.gov]; Morris, Jeff [Morris.Jeff@epa.gov]; Layne, Arnold [Layne.Arnold@epa.gov]; Keigwin, Richard [Keigwin.Richard@epa.gov]; Mottley, Tanya [Mottley.Tanya@epa.gov]; Dourson, Michael [dourson.michael@epa.gov]; Hartman, Mark [Hartman.Mark@epa.gov]
CC: Berkley, Bruce [Berkley.Bruce@epa.gov]
Subject: FW: Next Steps on Strategic Plan: Setting Ambitious Strategic Measure Targets
Attachments: FY 2018-2022 Strategic Measure Target Setting Templates 10-31-2017.docx; Short Form for Data Quality Record 9-11-2017.docx

Importance: High

So here are the next steps in our Measures project. We can discuss it at staff next Monday.

Oscar Morales
Associate Assistant Administrator
Office of Chemical Safety and Pollution Prevention
Environmental Protection Agency
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From: Darwin, Henry
Sent: Wednesday, November 1, 2017 10:23 AM
To: Minoli, Kevin <Minoli.Kevin@epa.gov>; Assistant Administrators <Assistant_Administrators@epa.gov>; Elkins, Arthur <Elkins.Arthur@epa.gov>; Associate Administrators <Associate_Administrators@epa.gov>; Packard, Elise <Packard.Elise@epa.gov>; DAA <DAA@epa.gov>; DAA-Non-Career <DAANonCareer@epa.gov>; Deputy Associate Administrators <Deputy_Associate_Administrators@epa.gov>; Richardson, RobinH <Richardson.RobinH@epa.gov>; DAA-Career <DAACareer@epa.gov>
Cc: Flynn, Mike <Flynn.Mike@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>; Regional Administrators <Regional_Administrators@epa.gov>; DRA <DRA@epa.gov>; Associate Assistant Administrator <Associate_Assistant_Administrator@epa.gov>; Greaves, Holly <greaves.holly@epa.gov>; Wooden-Aguilar, Helena <Wooden-Aguilar.Helena@epa.gov>; Brown, Byron <brown.byron@epa.gov>; Gunasekara, Mandy <Gunasekara.Mandy@epa.gov>; Bodine, Susan <bodine.susan@epa.gov>; Dourson, Michael <dourson.michael@epa.gov>; McIlwain, Serena <McIlwain.Serena@epa.gov>; DeBell, Kevin <debell.kevin@epa.gov>; Assistant Regional Administrator <CNAssistant_Regional_AdministratorOSRO@epa.gov>; OBrien, Kathy <OBrien.Kathy@epa.gov>; Brookshire, Malena <Brookshire.Malena@epa.gov>; Hall, JohnM <hall.johnm@epa.gov>; Willis, Sharnett <Willis.Sharnett@epa.gov>
Subject: Next Steps on Strategic Plan: Setting Ambitious Strategic Measure Targets
Importance: High

Colleagues,

I am writing to engage you in the next critical step for developing the *FY 2018-2022 EPA Strategic Plan*—setting *ambitious* targets for the 27 strategic measures and two-year targets for the nine designated measures for FY 2018-2019 Agency Priority Goals (APGs), as well as developing Data Quality Records for each strategic measure.

To get us started, I am asking that you propose ambitious targets for your strategic measures and APGs. When proposing your targets, please keep in mind that we have identified the strategic measures for areas that we would like to get *significantly* better as an agency. Think beyond incremental changes to past targets in setting the strategic measure targets. These are the “we are going to send man to the moon and back” types of targets. Picture yourself presenting your targets to an audience of either the customers or taxpayers who would benefit from the target’s improvements. Your goal is to receive a standing ovation. Nothing less will be accepted. As an example, the Administrator has set a

goal of reducing EPA permitting times below six months. The customers of our permitting processes who have heard this are ecstatic. Remember, we will be using lean to achieve the targets, so not knowing how you are going to reach them is not only alright, but expected. I would much rather us fail in reaching a truly ambitious targets, than achieve not-so-ambitious targets.

I will soon be scheduling meetings in November for us to discuss your proposed targets. I would appreciate receiving proposed targets from lead offices (NPMs/Lead Regions), using the attached template two business days before our scheduled meeting. For cross-cutting strategic measures, lead offices should engage with other contributing offices. NPMs will engage Lead Regions in target setting, relying on Lead Regions to facilitate input from regions and information sharing with NPMs. My goal is to finalize agreements on strategic measure targets by December 8 for inclusion in the final draft *Strategic Plan* due to OMB by December 22.

By December 8, I also ask lead offices to complete Data Quality Records (DQRs) for each strategic measure using the attached streamlined DQR form; please provide completed, signed form to Judy Lieberman in OCFO. The DQRs document key information for our measures, including source data, data limitations, and the methodology for calculating results. For cross-cutting strategic measures, lead offices should engage with other contributing offices. Please note that the DQRs will be publicly available, and will help facilitate our discussion with OMB.

The ambitious targets for strategic measures will guide development of ambitious targets for the corresponding annual measures in EPA's FY 2019 Annual Performance Plan and Congressional Justification (CJ). Please note that OCFO will provide agency guidance for finalizing annual budget measures and targets by mid-November.

A summary of the major milestones is provided below. I look forward to working with you on this critical work to finalize our *Strategic Plan* over the next several weeks. Please let me know if you have any questions.

Thank you,

Henry

Major Milestones	Date
Lead offices submit proposed ambitious targets for strategic measures and Agency Priority Goals (APGs) to COO, and to OCFO (hall.johnm@epa.gov)	Two days before scheduled meeting with COO
COO and lead office meetings to discuss proposed ambitious strategic/APG targets	November
OCFO's FY 2019 Annual Performance Plan and Congressional Justification Guidance issued to the agency.	Mid-November
Lead offices submit final targets to OCFO (COO/lead office agreement on strategic measures/APG targets reached on a rolling basis. Lead offices submit DQRs to OCFO (Lieberman.judy@epa.gov)	December 8
Strategic measure targets, APG statements, and DQRs to OMB for review	December 11-15
Final Draft FY 2018-2022 EPA Strategic Plan due to OMB	December 22